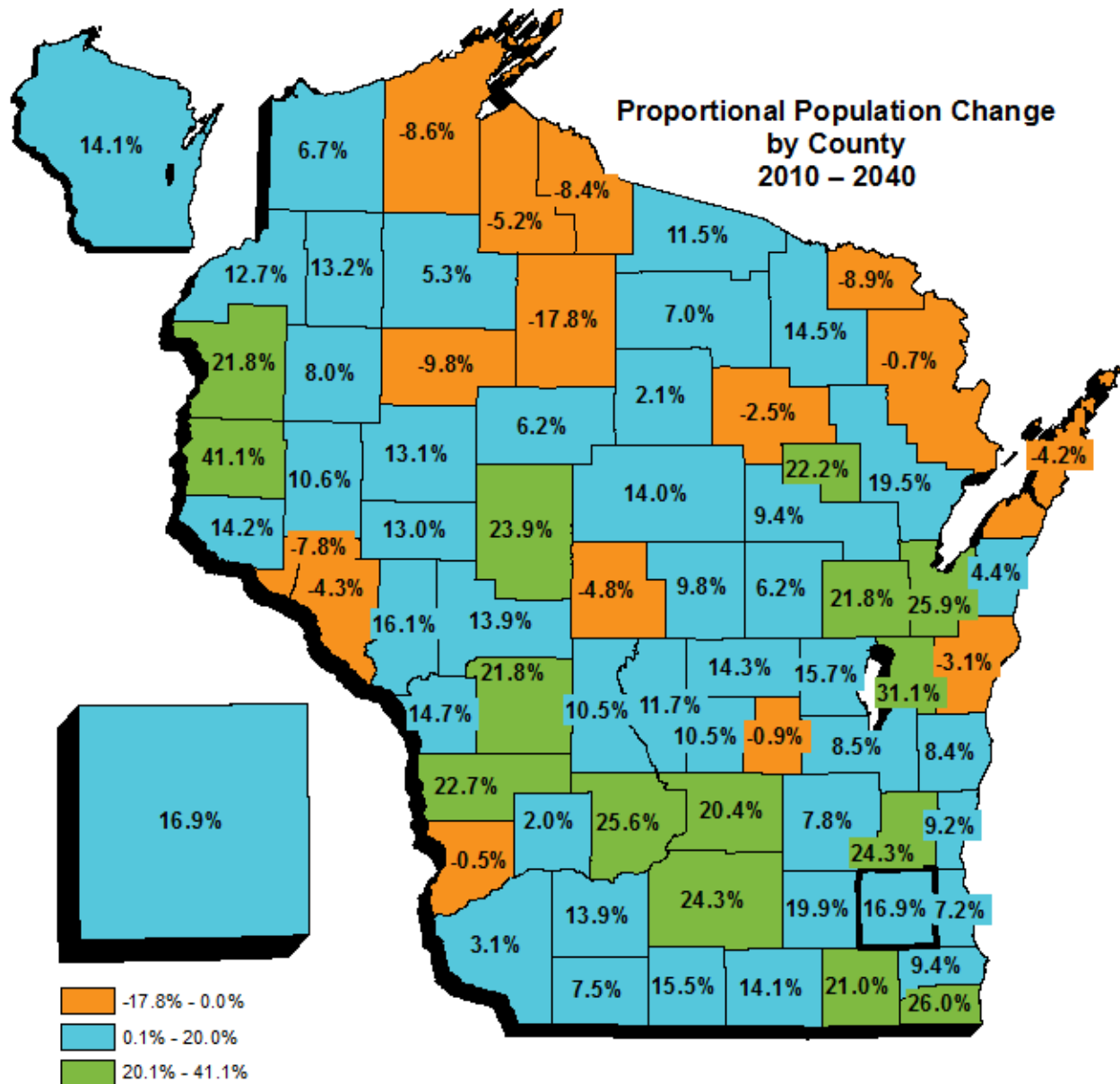


# 2013 Waukesha County Economic and Workforce Profile



Source: WI Dept. of Administration Demographic Services, December 2013

## Unsteady as She Goes

### Economic Situation

The economy continues to improve, albeit at a less than desirable pace. U.S. Gross Domestic Product (GDP) is up 9.2 percent through sixteen quarters since the trough of June 2009. That is the slowest rate of GDP recovery of all post-WWII business cycles.

Our economy is largely based on consumption. Nearly 70 percent of U.S. GDP is consumption or consumer spending. Consumption is being dampened on a number of fronts: real earnings have been flat for a decade; spending supported by home equity has dropped by about \$1.3 trillion since the housing bust; revolving credit has fallen by \$130 billion; interest income is down \$400 billion as the Federal Reserve Bank maintains near-zero interest rates; and our savings rate has turned around from nearly zero, but that has pulled another \$350 billion

out of the consumption contribution to economic growth. The sum total affect is an absence of \$2.2 trillion of spending in a \$16.9 trillion dollar economy, almost 13 percent.

Add in the fact that private non-residential investment is down about \$500 billion and businesses and banks are sitting on a couple trillion dollars in cash.

Also in the mix is a decline in federal, state, and local spending. Between the national sequestration and state and local budget cuts, government spending has been a drag on the economy. During this recovery, government spending is down 1.7 percent. Moreover, the rate at which federal, state and local spending growth will be reestablished will be substantially below historical rates, certainly in the short-term.

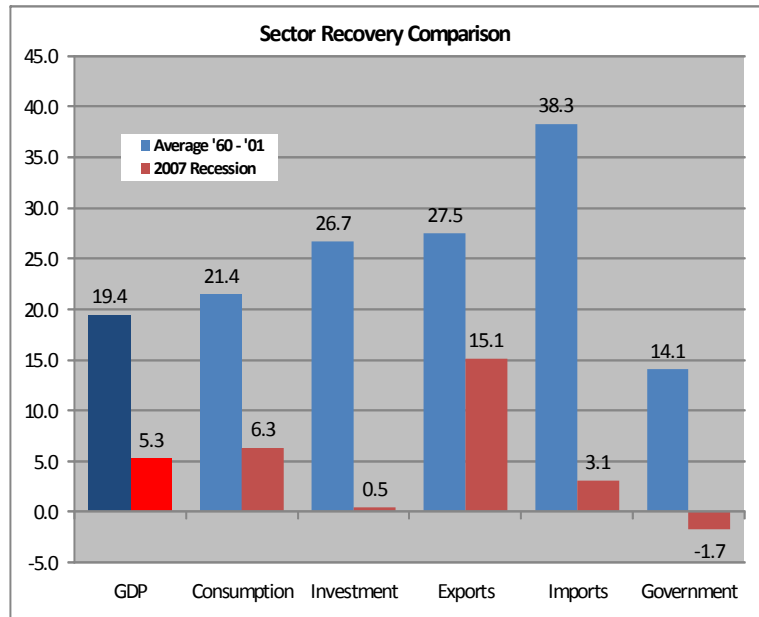
GDP growth is projected to be about 1.8 percent for 2013. Interest rates are expected to remain relatively low, with the Federal Reserve Bank holding the Fed Funds rate near zero into 2015. The outlook for economic growth in the next year is for continued growth at sub-potential rates. U.S. GDP is expected to grow at 2.8 percent in 2014, with growth picking up in the later half of the year. Global activities will have a significant influence on U.S. and Wisconsin economic growth in the near-term as will U.S. government fiscal policy.

### Employment Situation

Employment continues to rise as well and the unemployment rate continues to fall, but both are being hampered by the slower than desired economic pace, plus a couple other concerns.

The U.S. and Wisconsin unemployment rates are on a downward trend that is expected to continue. As of October 2013, the seasonally adjusted U.S. unemployment rate is 7.3 percent, down from 7.9 percent in October of 2012. Wisconsin's unemployment rate has also tracked lower over the period and is below than the U.S. rate. Wisconsin's seasonally adjusted unemployment rate was 6.5 percent in October 2013, down from 6.8 percent a year earlier.

Wisconsin jobs have increased during the recovery. The state has added 122,000 private sector jobs since bottoming out in January of 2010, a full six months after the economic recovery began. Over 39,000 of those jobs have been in the manufacturing sector. Neither U.S. nor Wisconsin jobs levels have breached the 2007 prerecession peaks. At the current pace



Source: William Testa, Federal Reserve Bank of Chicago

## 2013 Waukesha County Workforce Profile

of job growth, it is expected that Wisconsin jobs will reach new levels in the third quarter of 2015. A spurt of economic growth would hasten the jobs breach timing and spur self-sustaining economic growth. The source of that spurt is not yet visible.

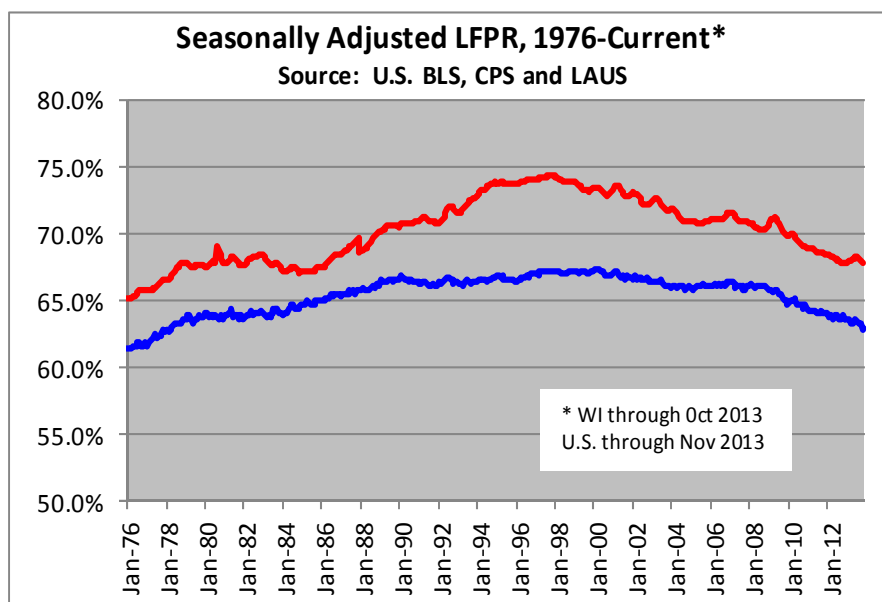
In addition to the subpar pace of economic growth, concomitant business practices are holding back more robust job growth. Above we mentioned that business investment was \$500 billion short of prerecession levels. Adding employment insult to injury, the investments businesses are making are primarily in equipment and software — labor saving investments. Investments in new structures, which would lead to increased employment, are still lagging. Moreover, the slow pace of economic activity allows firms to meet their incremental product demand with self-financed productivity increases versus bank-financed production line expansions.

One of the other concerns mentioned earlier, is that the downward path of the unemployment rate is due in part to job increases and in part to labor force dynamics. While employment has increased and unemployment has decreased, the size of the workforce has also decreased. Wisconsin employment decreased almost 150,000 from its peak in February 2008 to its trough in December 2009, and recovered 59,000 since.\* By comparison, Wisconsin's workforce peaked in April 2009, lost 93,000 by September 2012, and recovered only 31,000 people by July 2013. Employment has continued to grow, while the workforce has begun to shrink again. Wisconsin's labor force participation rate has dropped from 71.6 in 2006 to 67.8 today. Both numbers are well off the highs of 74.3 reached back in 1997 and there is little chance for significant upward movement from here on out.

The dearth of qualified workers will continue to challenge the state for years to come. Not only is the problem one of worker quality, it is also one of quantity. The grey tsunami of Baby Boomers nearing the end of their work life cannot be halted. Perhaps, at best, it can be delayed a few years. Even so, only 5 percent of Boomers plan to extend their working years full-time in the job they now have. The flattening (even declining) workforce will affect most industries — construction, manufacturing, retail, information, finance, professional services, education, health care and government.

Attracting and retaining talent should be by now the most critical undertaking of businesses and communities over the foreseeable future. Technology can be substituted to alleviate some of the quantity problem, but more sophisticated technology will require more sophisticated workers. Firms that *invest* in training and attracting talent will have a competitive advantage in producing higher-margin products. Communities that *invest* in attracting and retaining talent will raise the quality of life in their communities that will perpetuate the further attraction of skilled workers and citizens.

\* Employment in this case is measured from a household survey as opposed to jobs numbers that are derived from an business establishment survey.



## Population and Demographics

### Waukesha County's 10 Most Populous Municipalities

	Apr 1, 2010 Census	Jan 1, 2013 Estimate	Numeric Change	Proportional Change
<b>United States</b>	308,400,408	315,090,923	6,690,515	2.2%
<b>Wisconsin</b>	5,686,986	5,717,110	30,124	0.5%
<b>Waukesha County</b>	389,891	391,478	1,587	0.4%
Waukesha, City	70,718	70,900	182	0.3%
New Berlin, City	39,584	39,915	331	0.8%
Brookfield, City	37,920	37,835	-85	-0.2%
Menomonee Falls, Village	35,626	35,710	84	0.2%
Muskego, City	24,135	24,239	104	0.4%
Oconomowoc, City	15,759	16,004	245	1.6%
Pewaukee, City	13,195	13,654	459	N/A
Sussex, Village	10,518	10,623	105	1.0%
Lisbon, Town	10,157	10,202	45	0.4%
Waukesha, Town	9,133	9,131	-2	0.0%

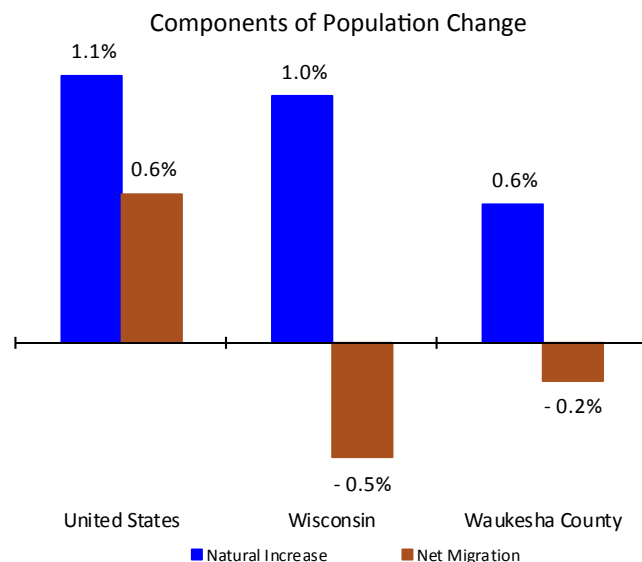
Source: Demographic Services Center, Wisconsin Department of Administration

The chart above lists Waukesha County's ten largest municipalities and compares population growth since the 2010 Census at the municipal, county, state, and national level. Population growth in Wisconsin was sluggish as compared to the United States. Waukesha County's growth rate lagged the state's but was higher than the 0.3 percent average rate of population growth in the southeastern Wisconsin Milwaukee 7 region, encompassing Milwaukee, Racine, Kenosha, Walworth, Waukesha, Ozaukee, and Washington Counties. County growth of 1,587 residents, or 0.4 percent, was not evenly distributed among municipalities. The Cities of New Berlin, Oconomowoc, and Pewaukee experienced above average growth, adding 1,035 residents or almost two-thirds of net population growth in the county during the period.

The Wisconsin Department of Administration recently completed population projections for Wisconsin and each of its counties for the time period 2010 to 2040. Waukesha County is projected to grow by approximately 22,500 residents or 5.8 percent between 2010 and 2020. This represents a slowing of growth as compared to the 2000 to 2010 decade when Waukesha grew by 6.4 percent, but is somewhat higher than statewide forecasted growth of 5.6 percent through 2020. Population growth in the county and state is expected to slow considerably after 2020 as the "baby boomer" population ages and deaths start to outnumber births. Wisconsin is projected to grow 14.1 percent between 2010 and 2040 while Waukesha County is projected to grow at a slightly faster rate, 16.3 percent, putting the county population at just under 456,000 residents by 2040.

The graph to the right displays the components of population growth in Waukesha County, the state, and the nation. The components include migration, which is movement of residents into and out of the area, and natural increases and decreases resulting from births and deaths.

As a result of the recent recession and housing market crash, most Wisconsin counties lost rather than gained residents to migration. Both Wisconsin and Waukesha County lost population to out-migration, though the county's rate of loss was less than half that of the state's. Natural increases in population are closely correlated with age demographics. Strong natural increases generally occur in younger populations, which have higher fertility and birth rates and lower death rates. The 2012 median age of Wisconsin residents was 38.8 years, slightly older than the United States median of 37.4 years and as expected, the state's rate of natural increase was slightly lower than the nation's. At 42.7 years, the median age of Waukesha County



Source: Demographic Services Center, Wisconsin Department of Administration

## Commuting Patterns

## Commuting Patterns for Waukesha County, WI

## People who work in Waukesha Co., WI, live in:

<u>Residence</u>	<u>Estimated # of Workers</u>
Waukesha Co., WI	124,374
Milwaukee Co., WI	57,087
Washington Co., WI	12,998
Jefferson Co., WI	7,058
Racine Co., WI	4,634
Walworth Co., WI	3,892
Dodge Co., WI	3,687
Ozaukee Co., WI	3,164
Kenosha Co., WI	1,004
Dane Co., WI	915

## People who live in Waukesha Co., WI, work in:

<u>Workplace</u>	<u>Estimated # of Workers</u>
Waukesha Co., WI	124,374
Milwaukee Co., WI	61,602
Washington Co., WI	3,501
Racine Co., WI	2,090
Ozaukee Co., WI	1,624
Dane Co., WI	1,288
Walworth Co., WI	1,245
Jefferson Co., WI	1,130
Kenosha Co., WI	554
Cook Co., IL	502

U.S. Dept. of Commerce, Census Bureau, American Community Survey 2007-2011, Table S0801

residents was substantially older than the state median and the county's rate of natural increase of 0.6 percent was correspondingly lower.

The table above shows where people who work in Waukesha County live and where people who live in Waukesha County work. Just over 223,000 thousand people work in Waukesha County but only 124,374 or 56 percent of those workers reside in the county. The other 44 percent of the county workforce, about 99,000 people, live in other counties and commute to Waukesha County to work. Of the approximately 201,000 Waukesha County residents who are employed, only 62 percent work in Waukesha County and the other 38 percent, about 77,000 people, commute outside the county to work, with the majority of out-commuters working in Milwaukee County. The commuting patterns displayed in the chart quantify the strong economic ties between Waukesha and Milwaukee Counties. Milwaukee County not only contributes more workers to Waukesha's workforce than other counties in the region, but also provides the greatest number of jobs to Waukesha County residents who out-commute. The suburban counties surrounding Milwaukee are often thought of as "net exporters of workers," meaning the number of their residents commuting to jobs outside their home county exceeds the number of residents from other counties who commute into their county to work. This holds true for Washington and Ozaukee Counties which send out more workers than they receive, but not Waukesha, which provides jobs to around 99,000 residents of other counties but sends just under 77,000 of its residents to workplaces in other counties. Prior to 2012, Milwaukee County employers paid the highest wages in the state, attracting workers from nearby counties including Waukesha. But in 2012, Waukesha surpassed Milwaukee as the highest wage county in the state. With high wages and a large, diversified job base, Waukesha is able to retain more of its residents to work in the county than neighboring suburban counties of Washington and Ozaukee and, like Milwaukee County, Waukesha also attracts workers from other counties.

The table below displays travel time to work for residents of Waukesha County and the state. County residents spend more time commuting to work than average due in large part to their higher rate of out-commute. Thirty eight percent of Waukesha residents work outside their home county versus 28 percent of state residents. While the county's rate of out-commute is higher than the state average, it is much lower than the other two suburban Milwaukee county's rate of out-commute which exceeds 50 percent. Traffic congestion during the busiest commute times also contribute to longer commutes within the four-county Milwaukee Metropolitan Area comprised of Milwaukee, Waukesha, Ozaukee, and Washington Counties.

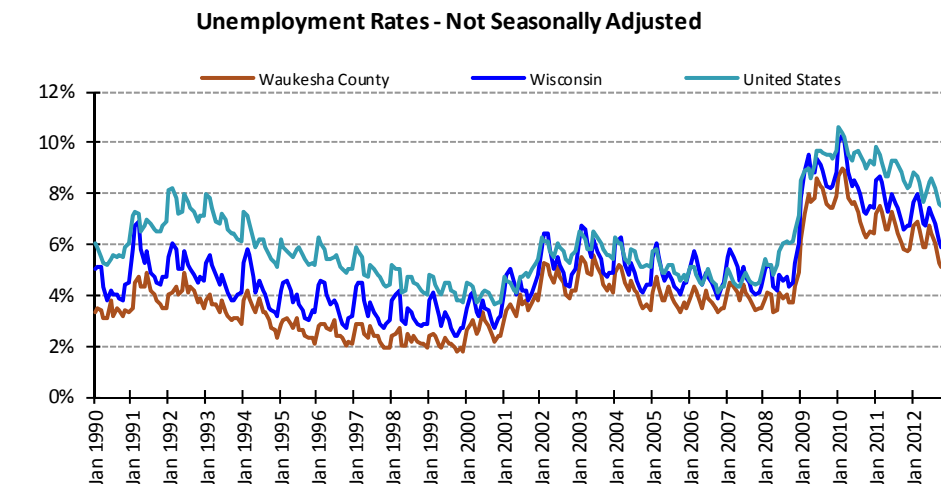
## Travel Time to Work (in Minutes)

	< 10	10 to 14	15 to 19	20 to 24	25 to 29	30 to 34	35 to 44	45 to 59	60+	Average
Waukesha Co. Estimate	12.7%	14.3%	16.1%	16.6%	9.0%	13.8%	7.5%	6.5%	3.6%	23.4
Wisconsin Estimate	18.8%	17.5%	16.4%	14.8%	6.4%	10.6%	5.4%	5.3%	4.6%	21.5

U.S. Dept. of Commerce, Census Bureau, American Community Survey 2007-2011, Table S0801

## Labor Force Dynamics

The labor force dynamics graph to the right tracks the unemployment rate in Waukesha County since 1990 and compares it to state and national rates during the same time period. Since this unemployment data has not been seasonally adjusted, or smoothed, the graph also shows seasonal employment variations within each year. The seasonality of the county's labor market is moderate and typical, with normal peaks of unemployment early in the year and again in summer as students enter the job market in search of work, and normal troughs late in the year. Waukesha's seasonal

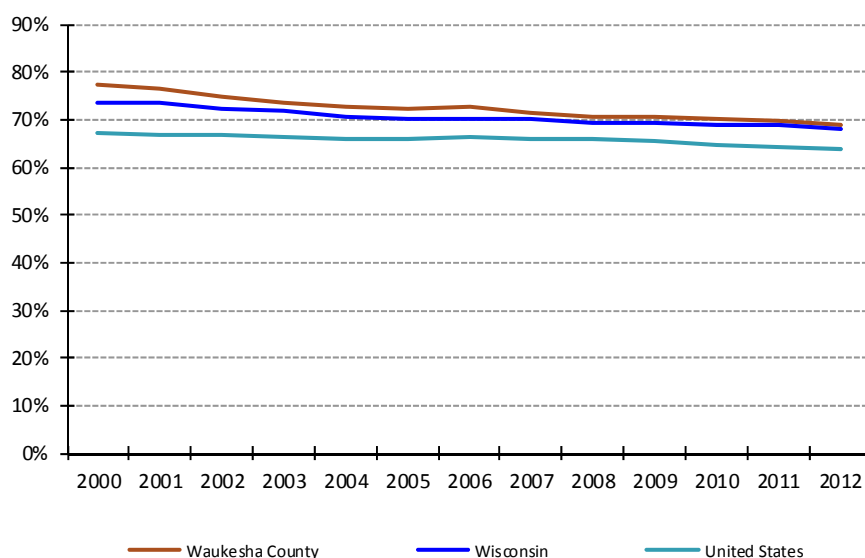


trend closely follows the seasonal trends of the larger state and national labor markets and does not contain the extreme peaks and troughs of some local Wisconsin economies that are based in agriculture or tourism.

During the 1990s, Wisconsin enjoyed relatively low unemployment, compared to the rest of the country, and Waukesha County's unemployment rate was even lower. But during the recession of 2001, state and county unemployment rates climbed. The national rate of unemployment also rose during this time, but not as much as state and county rates, which reduced the advantageous gap between higher national unemployment rates and lower state and county rates. The recent recession caused national, state and county unemployment rates to rise sharply after 2008 and peak in early 2010. Since then, rates have steadily fallen as the economy slowly recovers. Unemployment rates remain elevated at all levels, but state and county rates fell faster than national unemployment rates during 2011 and 2012, resulting in a widening gap between higher national and lower state and county rates.

The unemployment rate is closely related to the labor force participation rate (LFPR), which reflects not only an area's economic conditions, but also its age demographics. It is the portion of the population aged 16 years and older who are employed or actively seeking employment. When jobs are plentiful and wages are high, the LFPR tends to increase but when the job market is tight, unemployed workers unable to find a job may become discouraged and quit looking, essentially dropping out of the labor force, lowering the LFPR and effectively lowering the unemployment rate. The LFPR trend between 2000 and 2012 closely mirrors business cycles of the last decade, especially at the state and county level.

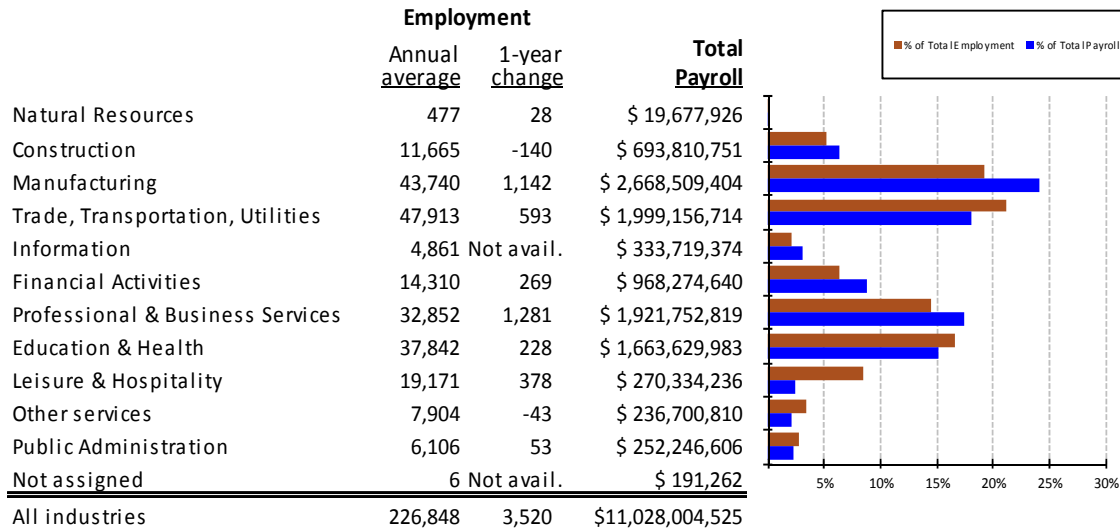
### Labor Force Participation Rates



Historically, the state's average LFPR has exceeded the nation's by a wide margin and Waukesha County's LFPR has exceeded the state's. County

## Industry Employment and Wages

### 2012 Employment and Wage Distribution by Industry in Waukesha County



Source: WI DWD, Bureau of Workforce Training, Quarterly Census Employment and Wages, June 2013

LFPFR of 69.1 percent is higher than state and national participation rates of 68.2 and 63.7 percent, respectively. However, LFPFRs at all levels have been trending downward as ever increasing numbers of workers age, retire, and drop out of the labor force. And because the county's median age exceeds the state's by about four years, the gap between state and county LFPFRs is narrowing as Waukesha ages more quickly than Wisconsin.

The employment and wage distribution graph above shows the one-year change in employment and the economic impact of industry sectors in Waukesha County from both an employment and payroll perspective. Some data has been suppressed for confidentiality. Trade, transportation and utilities is the largest sector in terms of employment but manufacturing is the largest in terms of payroll. This disparity between employment numbers and payroll reflect the comparatively

higher wages paid to workers in manufacturing than to trade, transportation, and utilities workers. The disparity is especially striking in the leisure and hospitality sector, which employs many young and part-time workers. County employment increased by 3,520 or 1.6 percent during 2012, faster than statewide job growth of 1.1 percent. Much of the increase was in the manufacturing and professional and business services sectors, which are high-wage industries in Waukesha County. The high-wage subsectors management and professional and technical services make up almost 60 percent of Waukesha's professional and business services sector compared to just over 50 percent statewide.

The table to the left shows average annual wage by industry in Waukesha County, compares those wages to the statewide average and dis-

#### Average Annual Wage by Industry Division in 2012

	Average Annual Wage		Percent of Wisconsin	1-year % change
	Wisconsin Average Annual Wage	Waukesha County Average Annual Wage		
All industries	\$ 41,985	\$ 48,614	115.8%	3.5%
Natural Resources	\$ 33,047	\$ 41,254	124.8%	1.3%
Construction	\$ 51,670	\$ 59,478	115.1%	4.9%
Manufacturing	\$ 52,413	\$ 61,008	116.4%	4.2%
Trade, Transportation & Utilities	\$ 35,946	\$ 41,725	116.1%	3.4%
Information	\$ 56,015	\$ 68,652	122.6%	Not avail.
Financial Activities	\$ 58,493	\$ 67,664	115.7%	6.5%
Professional & Business Services	\$ 49,451	\$ 58,497	118.3%	3.8%
Education & Health	\$ 43,781	\$ 43,963	100.4%	0.8%
Leisure & Hospitality	\$ 15,221	\$ 14,101	92.6%	2.8%
Other Services	\$ 23,598	\$ 29,947	126.9%	2.9%
Public Administration	\$ 42,198	\$ 41,311	97.9%	-1.4%

Source: WI DWD, Workforce Training, QCEW, June 2013

plays the county's one-year change in each of the sectors. County wages, which are, on average, 15.8 percent higher than state wages, are the highest in the state. Waukesha and Milwaukee have been the two highest wage counties in Wisconsin, with Waukesha on top during 15 of the last 23 years and Milwaukee in first place during eight of the last 23 years. In recent years, from 2007 to 2011, Milwaukee was number one, but in 2012 Waukesha County wages surpassed Milwaukee's, returning Waukesha to the top ranked position for the first time in five years. Waukesha County enjoyed very strong annual wage growth across all sectors of 3.5 percent during 2012. The state average increase in wages was 2.4 percent during the

## Prominent Industries and Employers

Prominent Industries in Waukesha County

Industry Sub-sectors (3-digit NAICS)	Average Employment				Average Monthly Wages				
	2012 Avg.	2007	5-year Percent Change		2012 Avg.			5-year Percent Change	
	Waukesha County	Average	Waukesha County	Wisconsin	Waukesha County	2007 Avg.	Wisconsin	Waukesha County	Wisconsin
Nursing and Residential Care Facilities	13,482	15,127	-10.9%	9.1%	\$ 1,126	\$1,088	\$ 2,168	3.5%	3.5%
Food Services and Drinking Places	13,003	12,077	7.7%	-3.5%	\$ 5,425	\$5,132	\$ 1,056	5.7%	6.5%
Professional, Scientific, and Technical Services	12,562	11,678	7.6%	0.5%	\$ 3,243	\$2,794	\$ 5,005	16.1%	4.1%
Administrative and Support Services	12,382	11,189	10.7%	-3.0%	\$ 3,292	\$3,137	\$ 2,270	4.9%	4.7%
Educational Services	11,405	12,586	-9.4%	7.1%	\$ 5,462	\$5,422	\$ 3,873	0.7%	13.0%
Merchant Wholesalers, Durable Goods	9,408	7,795	20.7%	-5.2%	\$ 5,111	\$5,418	\$ 4,947	-5.7%	10.7%
Ambulatory Health Care Services	8,383	9,534	-12.1%	9.4%	\$ 4,422	\$4,092	\$ 4,877	8.1%	1.7%
Fabricated Metal Product Manufacturing	7,596	8,795	-13.6%	-7.2%	\$ 8,000	\$4,885	\$ 4,229	63.8%	12.3%
Management of Companies and Enterprises	7,273	7,423	-2.0%	8.5%	\$ 5,863	\$4,950	\$ 7,142	18.4%	30.2%
Machinery Manufacturing	6,952	10,852	-35.9%	-4.5%	\$ 4,096	\$4,277	\$ 5,285	-4.2%	18.7%

Note: \* data suppressed for confidentiality and not available for calculations

same period. Strong wage increases can be attributed to job growth in high-wage industries.

The table above presents further analysis of the industry employment data presented on the previous page. It displays Waukesha County's primary employing industry subsectors, five-year wage and employment trends in those subsectors, and comparisons to state averages. It provides a longer term view than data presented on the previous page. The largest employment gains during the five-year period were in education and health, represented by the educational services and ambulatory health care services subsectors, which gained a combined total of 2,806 jobs during the five-year period. Despite strong employment growth in these two subsectors, county wage growth was well below state average wage growth in the subsectors.

The table below lists the ten largest employers in Waukesha County ranked according to employment size. It reflects Waukesha's unique industry and employment patterns and also economic, demographic and technological trends occurring in the wider economy. When the last County and Economic Profile was written in 2011, Waukesha County's ten largest employers all had 1,000 or more employees as of June, 2010. Three years later, only eight of ten had payrolls exceeding 1,000. While increased automation has led to a reduction of workforce in some industries, the drop in demand caused by the recent recession triggered employment contraction in almost all industries throughout the economy. And weak and unsteady recovery has caused uncertainty among employers, who often turn to contingent or temporary workers to expand their workforce, fearing any recovery may not last. Temporary employment expanded rapidly during and after the recent recession and is reflected in the addition of Nissen & Associates Staffing to the top ten list.

Target Corporation and Walmart were among the county's top ten employers on the last list, both employing 1,000 or more employees. Kohls is the only retailer to remain on the current list. Consumer behavior has rapidly shifted. Many shoppers now prefer to make their purchases on-line. Brick and mortar retail establishments throughout the country are shrinking as on-line retailers and delivery services expand. United Parcel Service is also new to the list in 2013.

Demographic trends are causing shifts in the size of educational institutions in Waukesha County and throughout the state.

## Prominent Employers in Waukesha County

Establishment	Service or Product	Number of Employees
KOHL'S	Managing offices	1000 or more employees
WAUKESHA MEMORIAL HOSPITAL INC	General medical and surgical hospitals	1000 or more employees
QUAD/GRAPHICS INC	Commercial gravure printing	1000 or more employees
COUNTY OF WAUKESHA	Executive and legislative offices, combined	1000 or more employees
NISSEN & ASSOCIATES STAFFING	Temporary help services	1000 or more employees
COMMUNITY MEMORIAL HOSP OF MENOMONEE	General medical and surgical hospitals	1000 or more employees
UNITED PARCEL SERVICE	Couriers	1000 or more employees
WAUKESHA CTY AREA VOCATIONL TECHNCA	Junior colleges	1000 or more employees
KOHL'S	Telemarketing bureaus	500-999 employees
GE HEALTHCARE	Irradiation apparatus manufacturing	500-999 employees

Source: WI DWD, Bureau of Workforce Training, QCEW, OEA special request, Sept. 2013

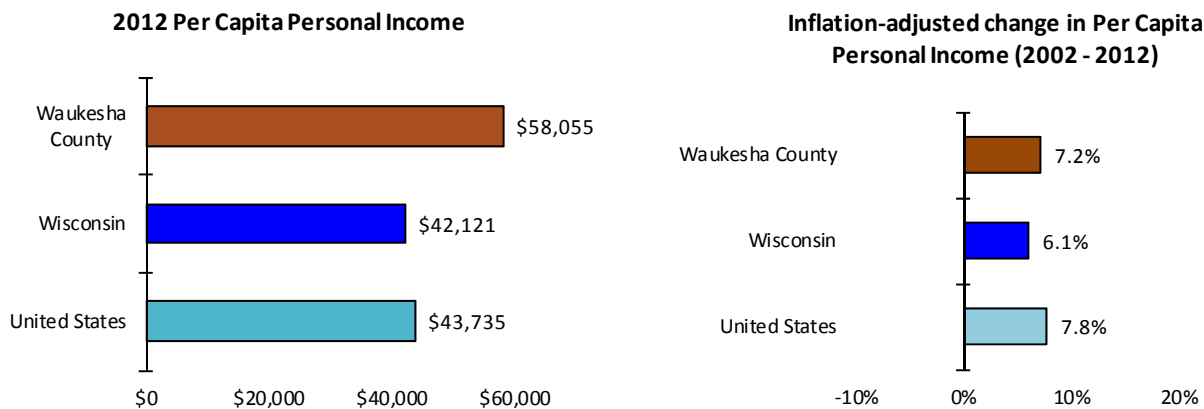
## Personal Income

	2002 Nominal Total Personal Income (in thousands)	2002 Total Personal Income in 2012 dollars (in thousands)	2012 Total Personal Income (in thousands)	Nominal change in Total Personal Income (2002 - 2012)	Inflation-adjusted change in Total Personal Income (2002 - 2012)
United States	\$9,145,998,000	\$11,672,408,365	\$13,729,063,000	50.1%	17.6%
Wisconsin	\$169,440,687	\$216,245,498	\$241,200,961	42.4%	11.5%
Waukesha County	\$15,706,461	\$20,045,076	\$22,774,616	45.0%	13.6%

Source: Bureau of Economic Analysis

Two kindergarten through grade twelve school districts, Waukesha and Elmbrook, were on the 2010 list but have now been replaced by Waukesha County Technical College, which was not a top ten employer in 2010. This shift reflects the aging of the county population. The school age generation is getting older along with the “baby boomer” generation, who demand more health care service as they move into their senior years. Waukesha Memorial was the only hospital on the list in 2010. It has now been joined by Community Memorial Hospital of Menomonee Falls.

The chart above displays ten year total personal income (TPI) trend in Waukesha County, Wisconsin and the United States.



Source: Bureau of Economic Analysis

Dollar amounts have been adjusted for inflation to allow comparison between 2002 and 2012. TPI consists of earned income from employment plus income from assets (dividends, interest, and rent receipts) plus transfer receipts. Transfer receipts are government payments not made in exchange for goods or services. Examples include, but are not limited to, social security checks, unemployment insurance, veterans’ benefits, Medicare, Medicaid, and public assistance.

Waukesha’s ten-year increase in TPI was higher than the state average, though lower than the increase in national TPI.

Per capital personal income (PCPI) is calculated by dividing TPI by the area’s total population. The population number used to calculate PCPI is the entire population, not just those of working age, and includes children, retirees and others who are not typically wage earners. Similar to adjusting for inflation, which allows us to compare between time periods, adjusting TPI to a per capita basis allows us compare areas which have different population sizes. In a ranking of county PCPI, Waukesha’s PCPI of \$58,055 ranked second highest in the state, behind Ozaukee County, with PCPI of \$64,758 and ahead of Dane, with PCPI of \$49,479. Waukesha County’s strong PCPI comes as no surprise, given it’s productive population, strong, diversified job base and low rate of unemployment.

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